

HOUSING MANAGEMENT

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BULLETIN

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MANAGEMENT INSTITUTE

Plans are being perfected for a Management Training Institute to be held in Washington June 13 - 24, 1938, under the auspices of NAHO and with the cooperation of local housing authorities and USHA. This is the Association's second practical venture in management training. In the winter of 1935-36 it conducted the first course ever held in this country for managers of large-scale public and publicly supervised housing projects.

The institute next month is not an open training course. Rather it is a series of intensive, practical roundtable discussions limited to (a) managers and assistant managers of projects owned or leased by local housing authorities; (b) managers and assistant managers employed by USHA; (c) employees of USHA's Management Division supervising federal management or overseeing management in leased projects; (d) persons not yet employed but definitely selected for responsible management positions in local authority projects now being developed; and (e) managers and assistant managers of FSA's large-scale green-belt projects.

The program includes as main subjects management prior to opening, tenant selection, leasing, public relations, occupancy, community activities, accounting and administration, general operation and maintenance, heating, utilities, landscape maintenance, tenant relations and rent rebates, painting and redecorating, and personnel management. More general sessions will deal with housing and management abroad, labor and housing, and management as a profession. Abraham Goldfeld is director of the Institute for NAHO.

CAMDEN PROJECT OPENS

Tenants started moving into Westfield Acres, the government's \$3,116,000 low-rent housing project in Camden, New Jersey, on May 2nd. A total of 976 families made application for the 514 available dwelling units between February 16th, when tenant selection was begun, and the time the development was opened. Applicants who met the standards set up in the United States Housing Act and the regulations of the United States Housing Authority were eligible to become tenants.

No family is accepted unless it is living today under substandard housing conditions. In making the selections, first consideration is given to families of the lowest income who have the greatest need for decent, safe and sanitary housing. The average cost of shelter alone is \$4.89 per room per month. The average gross rents per month are:

Type of Unit	Number in Project	Average Gross Rent per Month
3 room	278	\$ 23.60
4 room	165	28.25
5 room	71	32.80

These rentals include all charges for heat, hot water and electricity for light, refrigeration and cooking.

DISTRIBUTION POLICY ON BULLETIN

The HOUSING MANAGEMENT BULLETIN is distributed to members of NAHO who have signified their desire to receive it for a trial period. Copies are available to non-members only by purchase of individual issues at 25¢ each.

NOTES FROM OVERSEAS

Miss Shirley Adelson of New York, who is studying housing in London, recently wrote one of the editors on the subject of juvenile delinquency in England. Her observations indicate a trend which runs counter to the anticipated results of new housing and illustrate particularly the need for adequate recreational opportunities in housing developments. She writes:

"I wonder if you are familiar with the English experience — in which there is frequently a striking increase in delinquency on the new housing estates . . . which is, of course, of considerable concern here. Magistrates, probation officers, housing managers and social workers — with all of whom I have discussed this phenomenon at some length — are agreed that this is due to the short-sightedness of local authorities, who build houses with inadequate social amenities. A rigorous plan of twelve to the acre, of cottages in the healthiest English tradition with gardens and all, is not, obviously, enough. Life on these estates is bare, in the majority of cases, and energetic little boys who had been busy enough in the slums with clubs, etc. — communal life in the slums seems, in London at least, to be much more than it had ever been cracked up to be — are suddenly left with nothing with which to occupy their leisure time. There are lots of other possible explanations too, which I simply don't have the time to write to you about now, but which I shall in due time — and anyway, this is the most frequently heard explanation.

Flats Versus Houses

"There is another aspect to this study in England, with which the Americans do not seem to have occupied themselves for obvious reasons. This is the controversy of flats vs. houses, and the suspicion, corroborated by the evidence of above-mentioned magistrates et al., that there is a sharp rise in the delinquency figures when families are rehoused, as they are in the center of the larger cities, in blocks of flats. Slums in England are not, as you know, tenements in the New York tradition, but little houses with one or perhaps two stories, with a little yard in back. Under such circumstances it was much easier for the mother to keep her eye on the children, it is argued. It seems to be the experience that boys form gangs more readily in the flats. Every one

of these points is a long long story, which I can only indicate here, but I think that even these hints throw some interesting light on the problem . . . With your experience you can easily see how the light falls."

Recent literature from England suggest that more attention is now being given to the need for community life on housing estates. In this respect, American housing appears to be considerably ahead of British, for there is probably no large-scale development for families of low income in the country without some facilities for recreation.

MOVING AND FUMIGATION

The moving of tenants' furniture and belongings into Williamsburg Houses was accomplished under two different plans. The New York City Housing Authority constructed a fumigation chamber adjacent to the project and required all tenants' furniture to be placed in the chamber overnight and fumigated. Careful schedules were kept and all moving handled by one company under contract. This system was used for moving 1,471 families at the rate of 45 to 50 families a day. Under this system, a considerable burden was placed on the management staff in that individual checking of furniture and the responsibility for precautionary measures were placed on their shoulders. In addition, a double moving was involved — from the old apartment to the chamber and then from the chamber to the new apartment. This of course, meant added expense to the tenant.

For the later moving of 151 families, other arrangements were made to insure fumigation of incoming furniture. By special permit, the use of the fumigation vault was discontinued, and tenants were allowed to move their furniture into their new apartment. All tenants in the same building were required to move on the same day, and their furniture placed in one room of the new apartment. The contract for fumigation required that the fumigator seal each room individually, spray all halls and stairs, and with the use of cyanide gas for a period of six hours completely fumigate the furniture. The various advantages over the previous vault system are apparent; that is, the saving of expense to tenants, simplification in handling moving, placing of responsibility in the hands of the fumigating contractor, and particularly, better control of temperature.

FACTS AND FIGURES

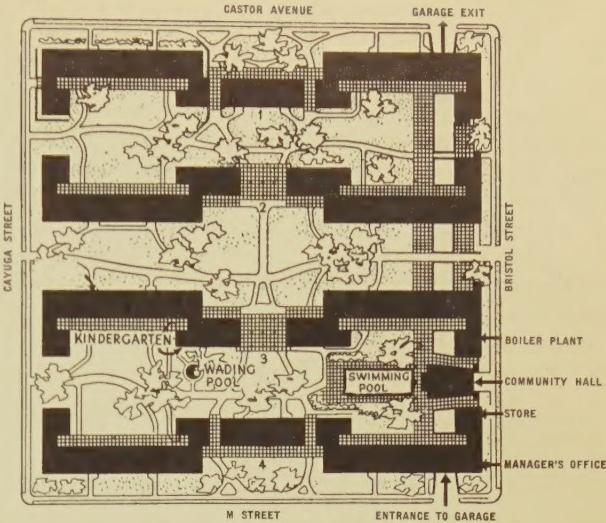
Students of a course in housing management, given last semester at New York University, gave a dinner on April 28 in honor of the instructors. Frank Lowe, Manager of Hillside Homes, and Miss Louise Blackham, Recreation Consultant at the same project. The evening was distinguished by the shortness of speeches and a rare quality of humor. At the guests' table were Paul N. McGhee, Assistant to the Dean, School of General Education, New York University; John Furia of the Municipal Civil Service Commission; Magistrate Myles Paige of New York City, Abraham Goldfeld and Mrs. Beatrice G. Rosahn. The class presented a copy of "Housing Management: Principles and Practices" to New York University.

In the April issue of "Shelter," a new monthly magazine which will serve as a "correlating medium for housing progress," there is a symposium on "Management of Public and Private Housing Developments." It includes a summary of the Report of the Committee on Housing Management, Citizens' Housing Council of New York; and articles entitled "Problems in Housing Management," by Abraham Goldfeld, Manager of Lavanburg Homes; "Managers Are Mayors of Small Cities," by Frank Dorman, Manager of Williamsburg Houses; "New Environment Builds Social Program," by Roger Flood, Manager of Harlem River Houses; "Tenants Demonstrate Fitness for New Housing," by Ann Dingledine, Manager of First Houses. Shelter is published monthly at 34 Hubert Street, New York City.

Please send to the Editors personal notes about members of your management staff who participate in community events, give lectures, publish articles, receive promotions, etc.

BUYING COAL

The projects leased by the Chicago Housing Authority started out using coal ordered by PWA or the United States Housing Authority under a bulk purchasing arrangement of the United States government. Experience showed it to be rather unsatisfactory for the heating plants at the three projects. (All three have central plants.) This coal was High Vol. "C" Bit, $1\frac{1}{4}$ in., 40-mesh screening and cost in the bins \$3.28 per ton. After thorough testing the Authority decided to use a different kind. It let a contract for coal specified as Franklin



Recreational Facilities
at Carl Mackley House, Philadelphia

County, 1 in., air dedusted screenings, which will cost from local dealers \$4.53, \$4.58 and \$4.47 per ton in the bin, the price being different for each of the three Chicago projects. An analysis of the coals is given below:

ORIGINAL COAL

Specification - High Vol. "C" Bit, $1\frac{1}{4}$ in., 40-mesh screening

Analysis

	As Received	Dry Basis
Moisture	10.07	Volatile . 40.1
B.T.U.	11,390	Fixed Carbon 49.6
		Ash 10.3
		Sulphur 3.0
		B.T.U. 12,750

CHA'S COAL

Specification - Franklin County, 1 in., air dedusted screenings

Analysis

	As Received	Dry Basis
Moisture	7.97	Ash 8.18
Ash	7.53	Volatile 35.13
Volatile	32.33	Fixed Carbon 56.69
Fixed Carbon	52.17	Sulphur 1.10
Sulphur	1.01	B.T.U. 13,363
B.T.U.	12,298	Fusion Temperature 2,300 degrees

Despite the higher cost per ton, the coal from the Chicago dealers was selected as being more genuinely economical, and the experience so far has justified this prediction. It should be noted that the B.T.U. content for the Franklin County coal is very much higher than the other.

SUGGESTED READINGS

Because the HOUSING MANAGEMENT BULLETIN is being distributed at present only in conjunction with NAHO NEWS, items listed in the NEWS will not be included in this list. None of these publications is available from NAHO unless specifically so stated.

OR26 PRIMER FOR LANDLORDS AND TENANTS, Janet Mabie, 14 pp. reprinted from The Forum, 570 Lexington Ave., New York City, Oct. 1937. Free to members upon request to NAHO.

HIGH COST OF CHEAP MANAGEMENT, W. G. Ruggles in Journal of Real Estate Management, 22 West Monroe St., Chicago, Ill. May 1937, pp. 5-12.

A PLAN FOR COMMUNITY LIVING, Roy S. Braden in Public Management, 1313 East 60th St., Chicago, Ill. January 1938, pp. 11-14.

TENANT GOOD-WILL, in Real Estate and Building Management Digest, 12 East 41st., New York City, Jan. 1938.

AN ARCHITECT'S VIEW OF MANAGEMENT, in Real Estate and Building Management Digest, 12 East 41st St., New York City. Jan. 1938.

APARTMENT OPERATING COST ANALYSIS: HILLSIDE HOMES, Paul Green in Real Estate Record, 119 West 40th St., New York City. Nov. 6, 1937, p. 13.

APARTMENT OPERATING COST DATA: KNICKERBOCKER VILLAGE, Real Estate Record, 119 West 40th St., New York City. Dec. 4, 1937. p. 21.

DAY OF A HOUSING MANAGER, Jean M. Thompson. Reprinted from "A Day in My Official Life." Institute of Public Administration, Palace Chambers, Bridge Street, Westminster, London. 1935. 6 pp.

MEMORANDUM UPON HOUSING AND ESTATE MANAGEMENT, J. Pritchard Lovell. National Housing and Town Planning Council, 41 Russell Square London, W. C. 1. April 1937. 9 pp.

PROPERTY MANAGEMENT, Irene T. Barclay. Reprinted from "The Road to Success" by Margaret Cole. Published by Methuen and Co., Ltd., 36 Essex Street, W. C., London. 16 pp. 6 pence.

RENTS FOR THE WORKING CLASSES. International Federation for Housing and Town Planning, 47 Rue Cantersteen, Shell Building, Brussels. 1937. 286 pp.

RENT REBATES, Geoffrey Wilson. New Fabian Research Bureau, 37 Great James Street, London, W. C. 1. 1936. 51 pp. 1 shilling.

QUALITY CONSTRUCTION AFFECTS APARTMENT MANAGEMENT, H. I. Feldman in Real Estate Record, 119 West 40th St., New York City. Jan. 8, 1939. p. 6.

OPERATING RECORD OF MICHIGAN BOULEVARD GARDEN APARTMENTS, Alfred K. Stern in Real Estate Record, 119 West 40th St., New York City. Feb. 5, 1938. pp. 20-22.

SUMMARY OF FACTS PRESENTED IN RECREATION AND WELFARE REPORTS OF SIX LIMITED DIVIDEND PROJECTS, by Jean Coman. Federal Emergency Administration of Public Works, Housing Division, January 1937. 7 pp. mimeo. Apply to USHA.

A PRELIMINARY STUDY OF LOW-RENTAL HOUSING MAINTENANCE PROBLEMS - AS AFFECTED BY THE WORK OF THE ARCHITECT. Published by Housing Study Guild, 1935. Available from Federation Technical School, 116 East 16th St., New York City. 50¢.

PUBLIC HOUSING MANAGEMENT; a course of lectures offered by New York University, Division of General Education, in co-operation with the Municipal Civil Service Commission and the New York City Housing Authority. New York University Book Store, 18 Washington Place, New York City, 1938. 244 pp. mimeo. \$2.50. A short course offered primarily to prepare candidates for housing management positions in New York City under civil service.

O100 HOUSING MANAGEMENT OF PROJECTS FOR FAMILIES OF LOW INCOME. Management Committee, Housing Section, Welfare Council of New York City, 44 East 23rd Street, New York City. November 1937. 11 pp. mimeo. 15¢ from publishers or NAHO. A short manual touching on major aspects of the subject including: maintenance and repairs, tenant-landlord relations, tenants' organizations and qualifications for the manager of a housing project.